



## VICE PRESIDENT GORE'S NATIONAL PERFORMANCE REVIEW

### HAMMER AWARD NOMINATION

We are looking for teams of employees who have made extraordinary progress in reinventing government. Submit your nomination to your National Performance Review Agency Liaison, or local Federal Executive Board or Federal Executive Association. They will initially screen nominations and forward those that they recommend for Hammer Awards to the National Performance Review for final approval. They will notify you of the results. If you have questions, please call your Agency Liaison FEB or FEA.

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Name of Office/Group/Team: Dynamic Seat Certification Revised Method of  
Compliance Team.

Government Agency/Department: Federal Aviation Admin., Dept. of Trans.

Address: 1601 Lind Ave. SW  
Renton, WA 98058

Team Leader or Manager's Name: John Sheldon and Elizabeth Gnehm; Co-leaders

Telephone Number: (425) 227-2770 Fax Number: (425) 227-1181

What process, function, or service has been reinvented: John and Elizabeth led an  
FAA/Boeing team that developed an alternative approach for dynamically testing  
and approving transport airplane passenger seats.

How has this group cut red tape or empowered employees to improve service to your customers? Are there tangible benefits to your customers and/or the government?

After the implementation of the dynamic seat test requirement and prior to the team's work, a test plan, which must be FAA approved, took up to 70 weeks to complete. Such a test plan provided, in very elaborate detail, directions on conducting the required testing. For example, a test plan for the economy section of a Boeing 777 had to address all the different seat types to be installed; had to provide a criticality assessment to assure that each seat not tested was less critical than the seats that were tested. The criticality assessment lead to many errors, technical disagreements, and delays. Much of the time was spent in a seemingly never ending cycle of review and revision. The result was that the test articles seldom represented actual seats to be installed; rather a conglomeration of seat design details that when put together was not representative of any particular seat that would be actually installed on an airplane. This resulted in a small number of seat position on an airplane being directly supported by tests.

The team took a fresh look at the actual regulatory requirements and the intent in the promulgation of those requirements. The information gleaned from this review was then used as the touchstone in evaluating options to the existing process. The foundation of this touchstone was that compliance with the regulations must be shown and the level of safety envisioned during the promulgation of the regulations must not be compromised.

The team established its objectives to be: 1) maximize the number of seat positions on an airplane directly supported by actual tests of specific seat part numbers; 2) eliminate the criticality assessment thereby simplifying the determination of what to test. And 3) provide realistic pass/fail criteria by which to evaluate the results of a test.

The first test plan, after the team's revised method of compliance had been accepted by the FAA, took less than two weeks to be prepared. Needless to say, the expenditure of resources by industry and government was similarly reduced.

What has this group done that makes them truly outstanding? We are looking for those federal employees who have done extraordinary things to help build a government that costs less and works better. Please add any additional comments which you feel will support this nomination.


John and Elizabeth led a team comprised of themselves and three industry specialists. They reviewed the pertinent regulations, simplified the process, maintained the level of safety prescribed by the regulations and did what made sense. They worked in partnership with industry by soliciting critical review of their ideas by others; for example they met with seat manufacturers to understand the potential benefits or burdens that their ideas would impose. They shared ideas with and solicited input from numerous domestic and international sources, including airlines, seat manufacturers, foreign airworthiness authorities and FAA technical specialists. For example, one of their ideas for eliminating

the need for a criticality assessment in a test plan was to establish criteria by which industry could define a family of seats and then test only one part number of that family. Another example was drawing as many stakeholders as possible into the discussions of test pass/fail criteria to establish compliant yet realistic criteria. Specifically, rather than not allowing any structural failures at all, they focused on maintaining the integrity of principle load paths to minimize injury to passengers and assuring that any damage incurred would not impede the evacuation of the airplane. Listening was the most important skill they used and they pursued decision making by consensus rather than by edict.

Please provide a short, plain English narrative that would tell any taxpayer why your reinvention is a success.

The team's recommendation has greatly reduced the time needed to prepare the required test documentation from over a year to just a few weeks. It reduces the amount of tax money spent to certify seat designs. It helps airplane manufacturers meet the needs of their customers and to remain competitive in the world marketplace. It is a critical element in efforts to reduce the time needed to produce a new transport airplane from several years to about one year. Finally, the new method maintains the level of safety envisioned by the regulations and therefore, the public's confidence in the national air transportation system. In fact, their objective of maximizing the number of seat positions directly supported by tests increases the level of safety provided to the flying public without additional burden on industry.

Name of person submitting this nomination: Jane F. Garvey

Signature of that person: 

Title of that person: The Administrator

Telephone number: (202) 267-3111 Fax number:

Name of Agency/Department submitting this nomination:

Federal Aviation Administration

Office Symbol: AOA-1 Date SEP 12 1997

## **Hammer Award Nomination**

**Name of Office:** Office of Civil Aviation Security

**Government Agency:** Federal Aviation Administration

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Washington, DC 20591

**Team Leader:** Charlotte Bryan

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**What process has been reinvented?** The team reinvented the enforcement process used to issue civil penalties against individuals attempting to board an aircraft or enter a sterile area in an airport with a dangerous or deadly weapon.

**How has this group cut red tape or empowered employees to improve service to your customers? Are there tangible benefits to your customers and /or the government?**

The group cut red tape and empowered employees in several ways. First, it empowered regional security division managers and their deputies to initiate legal enforcement actions without referring each case to the agency legal department for processing. The group cut several bureaucratic paperwork steps out of the process, thereby reducing the time from the date of a violation to initiation of a legal enforcement action by a factor of 12! Not only are cases being processed 12 times faster, 87% of the penalties assessed are being paid by violators within the first 90 days. Under the prior system only 5% was paid within 90 days, and most were still being collected over a year later. Legal conferences and formal appeals were reduced by 90% as well. An evaluation of the program estimates an annual cost savings in legal and collection resources to be between \$175,000 and \$200,000.

This new process has lightened the caseload of agency attorneys and department administrative law judges, and has encouraged swifter and more enthusiastic response by security agents in the field offices, who can process a case, in most instances, from beginning to end. A systems analyst developed standardized software for the agents to use to initiate the cases, thereby creating national consistency.

**What has this group done to make them truly outstanding?**

This group took the ball and would not let it stop rolling. It drafted rulemaking documents and shepherded them through a cumbersome process and managed to get them published in the Federal Record in record time for this agency. It prodded any office that needed to be involved by suggesting ways to get their portion of the work done quickly, and volunteering to take on portions of the work in order to keep the project moving. The group worked as a unit, with the common goal of creating a system that made sense (versus a system that addressed only certain individual interests), thereby avoiding the individual wrangling that can stall a major project. The end product is a common sense approach to rapid enforcement of security violations that have a direct impact on safety in air transportation.

**Why this reinvention is a success:**

The old procedures that were used to take enforcement action against individuals who attempt to carry guns and other dangerous weapons onto airplanes or into airports was mired with red tape, oftentimes resulting in delayed enforcement. Some actions took up to two years before they were even initiated. The new procedures cut out unneeded paperwork and delegates authority to bring an action to the lowest level possible in order for the civil aviation security force to have the greatest impact on deterring air piracy and punishing those who compromise the safety of air travelers. Under the new procedures, people who violate the Federal regulations pertaining to the carriage of weapons on board aircraft are hit with strong enforcement actions that include the assessment of monetary penalties ranging in the hundreds of dollars 12 times faster than under the old procedures. The program has been very successful. 87% of all penalties assessed are paid in full within 90 days of

the date of the violation. Court appeals of these cases has been cut by 90%. The FAA believes that the swifter enforcement response in these types of cases results in enhanced safety for the general public. It has also resulted in legal and debt collection resource cost savings of up to \$200,000 annually.

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**Agency:** Federal Aviation Administration

**Date:** August 29, 1996